

For Information	
Public/Non Public*	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	20 November 2013
Report of:	Police and Crime Commissioner
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Agenda Item:	7

Developing the Commissioner's Social Responsibility Strategy and Action Plan

1. Purpose of the Report

- 1.1 The purpose of this report is to provide the Strategic Resources and Performance meeting with an overview of the approach by the Police and Crime Commissioner (the Commissioner) to developing a Social Responsibility Strategy and Action Plan.

2. Recommendations

- 2.1 That the Strategic Resources and Performance meeting note and support the proposed programme approach to develop the Commissioner's Social Responsibility Strategy and supporting Action Plan.

3. Reasons for Recommendations

- 3.1 The recommendation to develop a Social Responsibility Strategy supports:
- The strategic commitment within the Police and Crime Plan for Building Social Capital, together with supporting priority themes and activities.
 - The Commissioner's Governance Framework and Decision making process.
 - Demonstration of Good Governance and meeting the 'Delivering Good Governance Principles'.
 - The Commissioner's Consultation and Engagement Strategy.
 - The Public Services (Social Value) Act 2012.
 - The Department for Business, Innovation and Skills development of the UK Government's Framework for Action on Corporate Responsibility.

4. Summary of Key Points

4.1 Definition of Social Responsibility

Social responsibility is also known by a number of other names. These include corporate responsibility, corporate accountability, corporate ethics, corporate citizenship or stewardship, responsible entrepreneurship, and “triple bottom line,” to name just a few. As social responsibility issues become increasingly integrated into modern business practices, there is a trend towards referring to it as “responsible competitiveness” or “corporate sustainability.” The following is the Commissioner’s definition of Social Responsibility for the strategy:

“Social responsibility is the responsibility of an organisation for the impacts of its decisions and activities on society and the environment through transparent and ethical behaviour; that is consistent with sustainable development and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour; and is integrated throughout the organisation.”

4.2 Background

The term social responsibility came into widespread use in the early 1970s, although various aspects of social responsibility were the subject of action by organisations and governments as far back as the late 19th century, and in some instances even earlier.

4.3 The view that social responsibility is applicable to all organisations emerged as different types of organisations, not just those in the business world, recognised that they too had responsibilities for contributing to sustainable development.

4.4 For a number of reasons, awareness about the social responsibility of organisations is increasing, globalisation, greater mobility, accessibility and growing availability of instant communications which make decisions and activities more accessible all contribute.

4.5 Corporate social responsibility, once seen as peripheral to companies’ main businesses, has been becoming standard practice, with an increasing number of businesses engaging in social responsibility activities.¹

4.6 Why introduce a Social Responsibility Strategy?

The essential characteristic of social responsibility is the willingness of an organisation to incorporate social and environmental considerations into its

¹ For example, in a 2007 global survey of corporate managers, the Economist Intelligence Unit found that the majority of respondents (55.2%) considered CSR a high or very high priority for their company, a significant increase from three years previously (33.9%). An even greater majority (68.9%) expected the importance of CSR to increase in the future.

decision making and be accountable for the impacts of its decisions and activities on society and the environment.

- 4.7 This implies both transparent and ethical behaviour that contributes to sustainable development, is in compliance with applicable law and is consistent with international norms of behaviour. It also implies that social responsibility is integrated throughout the organisation, is practised in its relationships and takes into account the interests of stakeholders.
- 4.8 The global nature of some environmental and health issues, recognition of worldwide responsibility for combating poverty, growing financial and economic interdependence and more geographically dispersed value chains, mean that matters relevant to an organisation may extend well beyond those existing in the immediate area in which the organisation is located.
- 4.9 It is important that organisations address social responsibility irrespective of social or economic circumstances. Instruments such as the Rio Declaration on Environment and Development², the Johannesburg Declaration on Sustainable Development³, the Millennium Development Goals⁴ and the ILO Declaration on Fundamental Principles and Rights at Work⁵ emphasise this worldwide interdependence. Also, more recently there is the Public Services (Social Value) Act 2012⁶ which requires local authorities and other commissioners of public services to consider how their services can benefit people living in the local community.
- 4.10 Characteristics of social responsibility:
- **General** – is the willingness of an organisation to incorporate social and environmental considerations into its decision making and be accountable for the impacts of its decisions and activities on society and the environment.
 - **Expectations of society** – respect for the rule of law and compliance with legally binding obligations.
 - **Role of stakeholders** – identification of and engagement with stakeholders to determine who has an interest in decisions and activities, to understand the impacts and how to address them.
 - **Integrating** – concerns potential and actual impacts of decisions and activities, should be an integral part of core organisational strategy, reflected in decision making.

² United Nations Conference on Environment and Development: Rio Declaration on Environment and Development 1992

³ United Nations (UN): Report of the World Summit on Sustainable Development, Johannesburg, South Africa, 26 August – 4 September 2002

⁴ United Nations (UN): The United Nations Millennium Declaration, General Assembly resolution 55/2 of 8 September 2000

⁵ International Labour Organisation (ILO): Declaration of Fundamental Principles and Rights at Work: 1998

⁶ [Public Services \(Social Value\) Act 2012](#)

- **Relationship with sustainable development** – social responsibility is closely linked to sustainable development because sustainable development is about the economic, social and environmental goals.

4.11 Key Principles

The following key principles for the Commissioners' Social Responsibility Strategy set out the fundamental basis for decision making or behaviour:

- **Accountability** – ensure accountability for impacts on society, the economy and the environment.
- **Transparency** – be transparent in decisions and activities that impact on society and the environment.
- **Ethical behaviour** – behave ethically.
- **Respect for stakeholder interests** – respect, consider and respond to the interests of stakeholders.
- **Respect for the rule of law** – accept that respect for the rule of law is mandatory.
- **Respect for international norms of behaviour** – respect international norms of behaviour, while adhering to the principle of respect for the rule of law.
- **Respect for human rights** – respect human rights and recognise both their importance and their universality.

These principles cross reference to the principles of 'Delivering Good Governance' identified in the Police and Crime Plan, which are audited for an evidence base for the reported Annual Governance Statement.

4.12 Core subjects

The core subjects to identify relevant issues and set priorities for the Social Responsibility Strategy are:

- Organisational governance.
- Human rights.
- Labour practices.
- The environment.
- Fair operating practices.
- Consumer issues.
- Community involvement and development.

4.13 Outcomes of social responsibility

Benefits for implementing Social Responsibility include:

- Better anticipation and management of an ever-expanding spectrum of services for policing and community safety.
- Identify risks and opportunities before making capital investments or other business decisions.
- Align social responsibility with the Commissioner's vision, priorities and capabilities to provide an understanding of the impacts of current and future regulatory practices.

- Improved reputation management.
- Enhanced ability to recruit, develop and retain staff.
- Improved innovation, competitiveness and market positioning.
- Enhanced operational efficiencies and cost savings.
- Improved ability to attract and build effective and efficient supply chain relationships.
- Enhanced ability to address change through the evaluation of current initiatives and consolidate efforts around key objectives.
- More robust “social licence” to operate in the community.
- Access to capital.
- Foster successful interaction with key internal and external stakeholders as well as governments and nongovernmental organisations.
- A catalyst for responsible consumption.

4.14 Corporate Responsibility: A call for views

At the end of September the Commissioner responded to the Department for Business Innovation and Skills consultation document called: Corporate Responsibility: A call for views⁷. This document requested feedback on proposals to publish a framework for action on corporate responsibility by the end of 2013, setting out the UK’s vision, ambitions, priorities and actions for Government, business and wider society. The Commissioner identified his commitment to the principles of the proposal to set out greater transparency though setting a framework from voluntary metrics on social and environmental aspects to a more formal publication, ensuring more consistency in reporting information, comparison of performance and production of annual reports. This commitment has been identified in the Police and Crime Plan.

- 4.15 The Department for Business, Innovation and Skills has subsequently invited a representative from the Commissioner’s Office to an event as part of producing the UK Governments Framework for Action on Corporate Responsibility. This will be chaired by businesses in the community, and offers an opportunity to influence the content of the UK Government’s Framework for Action before it is finalised for publication in December. This will greatly assist with setting the framework for the Commissioner’s strategy and action plan.

4.16 Programme Plan

To develop the strategy and action plan there are some fundamental steps which are outlined in Appendix A. There has been initial scoping work conducted to identify:

- Concepts, terms and definitions of social responsibility.
- The background, trends and characteristics of social responsibility.
- Principles and practices relating to social responsibility.
- The core subjects and issue of social responsibility.

⁷ Department for Business Innovation & Skills: [Corporate responsibility: call for views](#)

4.17 Some of the key principles that have been considered as being recognised internationally as best-in-class outlined in the following:

- The UN Global Compact⁸
- The OECD Guidelines for Multinational Enterprises⁹
- The ISO 26000 Guidance Standard¹⁰
- The ILO Tripartite Declaration of Principles concerning Multinational Enterprises on Social Policy (ILO MNE Declaration)¹¹, and
- The UN Guiding Principles on Business and Human Rights¹².
- The Commissioner's Office has purchased the International Standard ISO 26000: Guidance on social responsibility which is providing a standards baseline assessment.
- The HM Treasury's PUBLIC SECTOR ANNUAL REPORTS: SUSTAINABILITY REPORTING Guidance for 2012-13 Reporting¹³ (Incorporating minimum reporting requirements and further voluntary reporting).

Further scoping and baseline assessment work will be progressed by a small working group. Further scoping information is summarised in Appendix B.

4.18 A working group is being organised to further assemble information on the current documents, processes and activities in place across the Force and Community Safety landscape, this will enable proposals to be pulled together for developing a matrix of actions to support the delivery of the strategy. There will be further work on developing an Implementation Guide which will cover the following:

- Identifying practices for integrating social responsibility.
- Communication on social responsibility.
- Understanding the social responsibility position of the organisation.
- Reviewing the relationship of the organisation's characteristics to social responsibility.
- Voluntary initiatives for social responsibility.
- Enhancing credibility regarding social responsibility.
- Reviewing and improving actions and practices related to social responsibility.

4.19 A key part of demonstrating the continuous improvement towards the goals of social responsibility will be the development of a rolling programme and toolkit of auditing against the ISO 26000 Guidance and other recognised standards. This will form part of demonstrating embedding the principles outline in 4.11.

⁸ [The UN Global Compact](#)

⁹ [The OECD Guidelines for Multinational Enterprises](#)

¹⁰ [The ISO 26000 Guidance Standard](#)

¹¹ [The ILO Tripartite Declaration of Principles concerning Multinational Enterprises on Social Policy \(ILO MNE Declaration\)](#)

¹² [The UN Guiding Principles on Business and Human Rights](#)

¹³ [The HM Treasury's PUBLIC SECTOR ANNUAL REPORTS: SUSTAINABILITY REPORTING Guidance for 2012-13 Reporting](#)

5 Financial Implications and Budget Provision

- 5.1 The financial implications of developing the strategy will be identified and assessed throughout the programme lifecycle.

6 Human Resources Implications

- 6.1 The Human Resource Implications will be identified and assessed throughout the programme lifecycle.

7 Equality Implications

- 7.1 The equality implications will be identified and assessed as part of the core subjects.

8 Risk Management

- 8.1 The risks of the development of the strategy will be identified and managed throughout the lifecycle of the programme.

9 Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 The concept of Corporate Social Responsibility (CSR) is generally understood to mean that corporations have a degree of responsibility not only for the economic consequences of their activities, but also for the social and environmental implications. This is sometimes referred to as a 'triple bottom line' approach that considers the economic, social and environmental aspects of corporate activity.
- 9.2 The development of the Commissioner's Social Responsibility Strategy will support the vision identified in the Police and Crime Plan 2013/18.

10 Changes in Legislation or other Legal Considerations

- 10.1 The development of the Commissioner's Social Responsibility Strategy and Action Plan will also support the integration of the requirements of the Public Services (Social Value) Act 2012¹⁴, together with supporting the development of the UK Government's Framework for Action on Corporate Responsibility.

11 Details of outcome of consultation

- 11.1 There will be consultation planned into the development of the strategy as part of the Commissioner's Accountability Framework.

¹⁴ [Public Services \(Social Value\) Act 2012](#)

12. Appendices

12.1 **Appendix A:** Programme for Developing and Implementing a Social Responsibility Strategy

Appendix B: Key Corporate Social Responsibility Instruments / Guidance

Appendix A: Programme for Developing and Implementing a Social Responsibility Strategy

Phase	Task	Checkpoints	ISO 26000 Clause
Plan Jul-Nov 2013	1. Conduct a SR scoping assessment	• Identify scope of legal requirements / standards	Clause 1
		• Identify core terms of reference	Clause 2
		• Review corporate documents, processes and activities, current standards and capacity	Clause 3
		• Assemble a programme working group	Clause 4
		• Identify and engage key stakeholders	Clause 4
Do Nov-Mar 2014	2. Develop SR commitments	<ul style="list-style-type: none"> • Do a scan of current SR commitments • Hold discussions with major stakeholders • Develop draft commitments • Prepare final draft • Consult with affected stakeholders 	Clause 5
	3. Develop a SR Strategy	<ul style="list-style-type: none"> • Lead – Commissioner to provide report with recommendation for SR strategy • Research what others are doing, and assess the value of recognised SR tools • Prepare a matrix of proposed SR actions • Develop ideas for proceeding and the business case for them • Outline direction, approach, boundaries and focus areas 	
	4. Implement CSR commitments	<ul style="list-style-type: none"> • Develop an integrated SR strategy / decision-making structure • Prepare and implement a SR action plan • Identify performance measures and set measurable targets 	Clause 6
		<ul style="list-style-type: none"> • Engage with stakeholders and others to whom SR commitments apply • Design and conduct SR training / e-learning • Establish mechanisms for reporting against the strategy and escalating issues • Create internal and external communications plans • Make commitments public 	Clause 7
Check Apr 14 – Mar 2015	5. Assure and report on progress	<ul style="list-style-type: none"> • Measure and assure performance • Engage stakeholders • Report on performance, internally and externally 	Clause 7
Review Apr 14 – Mar 2015	6. Evaluate and improve	<ul style="list-style-type: none"> • Evaluate performance / assurance toolkit • Identify opportunities for improvement • Engage stakeholders 	
Rolling Evaluation Programme Mar 2015		• Develop a rolling programme of auditing plans and reviewing performance to drive continuous improvement	

Appendix B: Key Corporate Social Responsibility Instruments / Guidance

- United Nations Global Compact
- Universal Declaration of Human Rights
- International Labour Organisation Declaration on Fundamental Principles and rights at Work
- 1992 Rio Declaration on Environmental and Development
- United Nations Convention against Corruption
- The Organisation for Economic Co-operation and Development Guidelines for Multinational Enterprises: Extract from Part , Section II, General Policies of the Guidelines
- International Labour Organisation (ILO) Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
- Millennium Development Goals (MDGs)
- Voluntary Principles on Security and Human Rights
- Equator Principles
- Draft Norms on the Responsibilities of Transnational Corporations and Other Business Enterprises with Regard to Human Rights
- Principles for Responsible Investment
- International Standards of Accounting and Reporting (ISAR)
- The HM Treasury's PUBLIC SECTOR ANNUAL REPORTS: SUSTAINABILITY REPORTING Guidance for 2012-13 Reporting
- AA1000 Framework, Assurance Standard and Stakeholder Engagement Standard
- Australian standard on compliance programmes
- British Standard on Sustainability Management, BS89
- Global Reporting Initiative (GRI) Sustainability Reporting Guidelines
- ISO 14001 – Environmental Management System
- ISO 9001 – Quality Management System
- OHSAS 18001: Occupational Health and Safety
- ISO 26000 Guidance Standard – Social Responsibility
- International Labour Framework Agreements
- Progressive Aboriginal Relations
- SA8000 – Social Accountability International
- Transparency International Business Principles for Countering Bribery
- Government policies, guidance:
 - Corporate Social Responsibility: A government update
 - Corporate Social Responsibility: International Strategic Framework
 - U.K. National Contact Point Information Booklet
 - HM Treasury: Public Sector Annual Reports: Sustainability Reporting Guidance for 2012-13
 - Public Services (Social Value) Act 2012